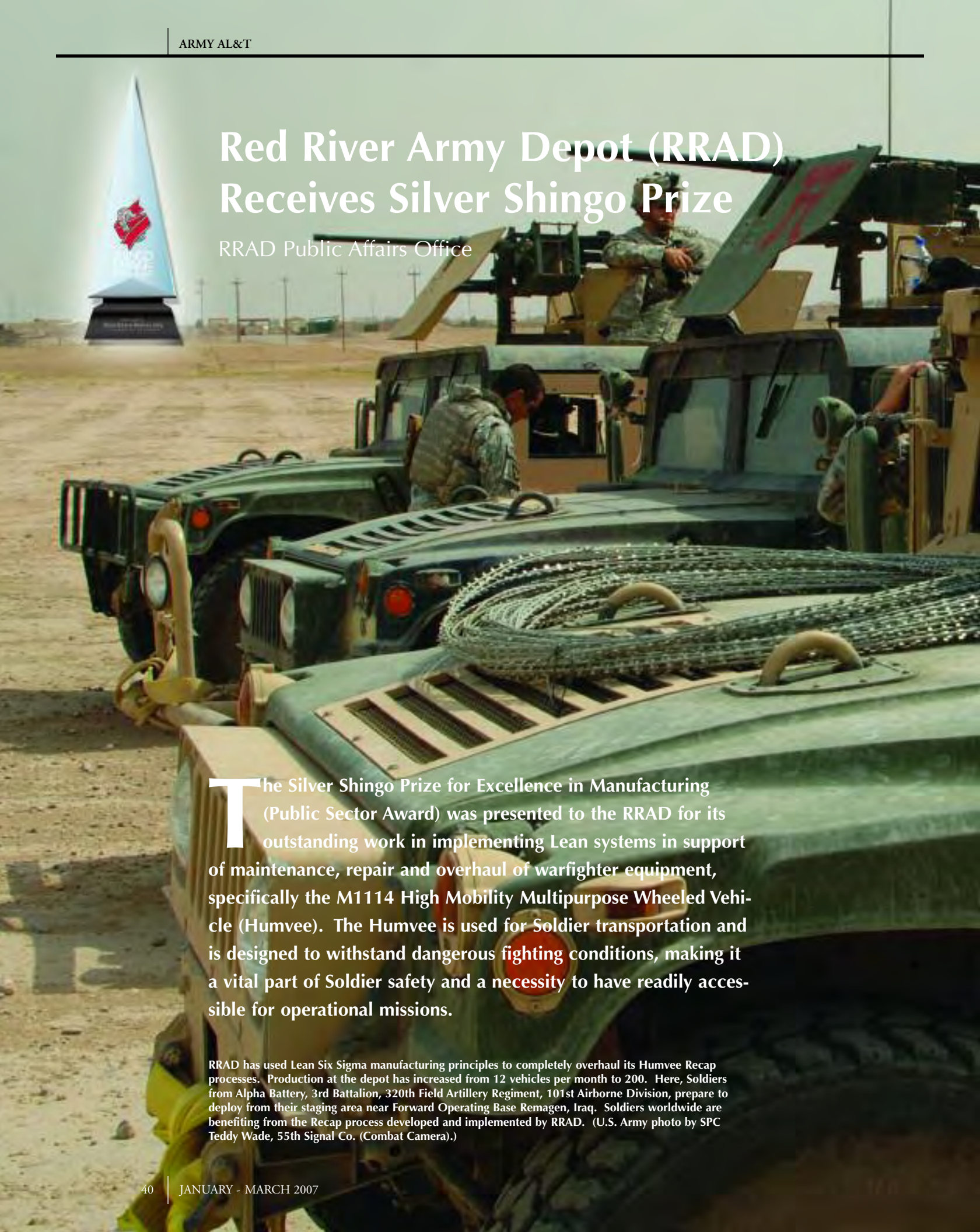


Red River Army Depot (RRAD) Receives Silver Shingo Prize

RRAD Public Affairs Office



The Silver Shingo Prize for Excellence in Manufacturing (Public Sector Award) was presented to the RRAD for its outstanding work in implementing Lean systems in support of maintenance, repair and overhaul of warfighter equipment, specifically the M1114 High Mobility Multipurpose Wheeled Vehicle (Humvee). The Humvee is used for Soldier transportation and is designed to withstand dangerous fighting conditions, making it a vital part of Soldier safety and a necessity to have readily accessible for operational missions.

RRAD has used Lean Six Sigma manufacturing principles to completely overhaul its Humvee Recap processes. Production at the depot has increased from 12 vehicles per month to 200. Here, Soldiers from Alpha Battery, 3rd Battalion, 320th Field Artillery Regiment, 101st Airborne Division, prepare to deploy from their staging area near Forward Operating Base Remagen, Iraq. Soldiers worldwide are benefiting from the Recap process developed and implemented by RRAD. (U.S. Army photo by SPC Teddy Wade, 55th Signal Co. (Combat Camera).)



RRAD workers on the Humvee production line use Lean Six Sigma practices daily. The RRAD team has made vast improvements in productivity, time management and cost in the Recap process. (U.S. Army photo by Pam Barrett.)

RRAD recognizes that its hard work and dedication to facilitating Lean principles has significantly impacted Soldier experiences in theater. "We are very proud to be recognized for our continued efforts to provide the warfighter with the best possible equipment available," remarked COL Douglas J. Evans, RRAD Commander. "The folks at RRAD have taken the lead on the Lean initiative and the warfighter is reaping the benefits every day."

The implementation of Lean practices began in 2004 when RRAD identified that the Humvee Recap process required significant improvement. RRAD set out to accomplish this by increasing productivity, while simultaneously reducing time and monetary costs. In July 2004, Depot Commander COL Michael Cervone commissioned a Lean team to begin developmental work on a timeline of smaller goals that would ultimately lead to vast improvements in Humvee Recapitalization. The first of these objectives was to increase output from 12 vehicles per month to 200. Through a series of week-long, rapid-improvement events, RRAD reached that goal in December 2004, six months ahead of schedule. The team then raised the new production goal to 18 vehicles per 10-hour shift, and once this was achieved, kept amplifying that goal to new heights. The RRAD team currently produces, on average, 24 vehicles per day.

A Shingo audit team visited RRAD in March 2006 to view the depot's processes in action. The audit team members spoke with RRAD personnel and viewed the Humvee production line, noting the immense improvements and implementation of Lean practices. Dr. Ross Robson, Shingo Prize Executive Director, commended

RRAD for its work when he presented the award: "You have joined a very distinguished group of Shingo Prize Public Sector recipients. We are proud to add your facility to the elite group of recipients."

RRAD has gone above and beyond its initial goals for production, and statistics authenticate its selection for this year's Shingo Prize. The implementation of Lean processes has enabled RRAD to triple its workload, increasing output from 3 vehicles per week to 120, a 75 percent reduction in time/cost. In addition, the depot has decreased its recordable on-the-job accidents by 88 percent and raised its positive customer service rate to an impressive 99.7 percent. Additionally, RRAD was forecasting a cost avoidance of more than \$100 million by the end of 2006.

The RRAD's Humvee work directly benefits the warfighter. Soldiers receive better repaired Humvees faster than ever before, enabling them to execute their missions safely and confidently. GEN Benjamin S. Griffin, Army Materiel Command (AMC) Commanding General, reflected, "I am very proud of our folks in AMC [RRAD reports through the TACOM Life Cycle Management Command] whose extraordinary efforts are providing our warfighters with the highest quality equipment, ahead of schedule and at a reduced cost. The Shingo Award recognizes this extraordinary performance by our depot workforce — for it is the workers on the shop floor who are using Lean and Six Sigma techniques to enable us to better meet the needs of our men and women serving on point for our Nation around the world fighting the global war on terrorism."

Article submitted by the RRAD Public Affairs Office.



COL Douglas J. Evans, RRAD Commander, congratulates the Humvee workforce on its continuous hard work. The RRAD team gathers for a celebratory photo after being recognized as a Silver Shingo Prize for Excellence in Manufacturing (Public Sector Award) recipient. (U.S. Army photo by Pam Barrett.)